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# **“Camden County 2020”**

## ***“Building the Future”***



# **Capital Improvement Program**

## **2010-2014**

Work Sessions: April 6, 2009 and April 20, 2009  
Public Hearing, Monday, July 6, 2009, 7 pm.  
Approved, Monday, July 6, 2009, 7 pm.

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June 29, 2009

**Camden County Board of Commissioners**

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**Re: Fiscal Year 2010-2014 Recommended Capital Improvement Program**

Dear Chairman Faison and Commissioners:

As Camden County moves forward through today's uncertain economic conditions, the need for a well-organized capital planning process is as great as ever. Indeed this should be a priority to make certain County residents are provided with adequate public facilities in which to conduct their business. The County has made great strides in developing its capital planning over the past few years when you consider this is actually only the fourth year the Board of Commissioners have gone through the process. With this annual routine in place, even though adequate funding may not always be available for capital projects, at least the planning has been completed and the facility needs have been studied and discussed.

Again this year it is important for you to refer to the two resolutions adopted by the Board of Commissioners during the budget season last year. The first set financial policy governing how the County deals with the issues of debt, fees & user charges, the fund balances, competitive employment, and the ad valorem tax rate. While the county personnel study has been completed, the recommendations have not been implemented due to the failing economy. However the funding for the implementation has been carried over into FY09-10 should the budget and economic conditions improve. This resolution put in place measures to insure the financial viability of the county government as well as protecting the taxpayer.

The second resolution adopted the CIP and directed the staff to use it as the official policy of the County and directed the implementation of the first year of projects in the program. A major component was the creation of the County Capital Reserve Fund a mechanism with which to fund non-school county facilities.

This year recommended projects for your consideration include: construction of a new administration building for the County Administration Offices and continued work on the proposed Green Commerce Park to be located in the northern end along the US17 corridor. As you are aware the county offices are just not adequate to conduct the business of the citizens and staff. Further study is needed on this project to specifically determine the space needs of various departments and to determine the most efficient architectural design of a facility.

At the present time the Green Commerce Park Project continues to move forward with the receipt of the \$2 million grant for infrastructure from the Golden Leaf Foundation. During the past nine months the County has been in discussions with Bob Norton about the possibility of his company developing the Green Park. The Green Commerce Park has the potential to develop into a major economic booster for the County over the next twenty years. The Board of Commissioners is to be commended for having the vision to plant the seeds for a project that will most likely benefit the County well into the future.

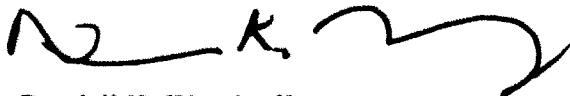
While the Board of Commissioners has very wisely moved forward with the acquisition of property for a potential site, with the current state of the economy and declining numbers in the school population, it is not clear when or if this facility will be needed or affordable. During the next five to six years as the County grows and attracts more business/commercial development growing the tax base, the feasibility of this project should reviewed again.

In Camden the future is bright as we work together to make the County stronger and a better community in which to raise a family, live and work. It will take all of our collective skills along with wise and thoughtful decisions to have the necessary vision to move forward facing the economic challenges.

Within the next few months the work will begin on updating and enhancing the County CIP and making it a more substantial document with the addition of new financial projections based on the completed, current and proposed projects. This will be a major step towards tying the CIP to the County budget and the budget process.

I urge you to study this CIP, strongly consider it and the potential benefits for the County and its citizens. Please feel free to call me or come by the office to discuss any items or issues related to it. I look forward to working with each of you to "Build the Future" in Camden County.

Respectfully,

A handwritten signature in black ink, appearing to read "Randell K. Woodruff", with a stylized flourish at the end.

Randell K. Woodruff  
County Manager

## **Introduction**

The Capital Improvements Program (CIP) is a multi-year plan that proposes projects which improve the county's infrastructure. The Camden County CIP is a five-year plan that consists of capital projects for various departments/agencies of the county government. These projects are major non-recurring expenditures for large items such as schools, parks & recreational facilities, administrative facilities, water & sewer improvements, and a commerce park. This plan is only the fourth year in which Camden County has endeavored to propose a CIP. This is mainly due to the fact that the county has only begun experiencing growth in recent years which has created the need for a much more defined and thorough capital planning process. This document will be used as a directive for staff in the coming year as well as future years. The CIP will be reviewed and adjusted accordingly on an annual basis depending on the changing needs and the strengthening financial condition of the county.

## **Planning Process**

Planning for the Capital Improvements Program usually begins in early January each year prior to the beginning of the county budget process. Department heads are requested to submit to the Manager a packet of information relating to items submitted that will cost in excess of \$300,000 in at least one year of the CIP planning period. The CIP does not include the acquisition of motor vehicles. These are included in the operational budgets of each department. The County Manager will review and study all items submitted by the department heads and will develop a recommended plan that will be forwarded to the Board of Commissioners. After a recommended plan has been developed by the Board, a public hearing is held to receive citizen input. Then the recommended plan is finalized by a resolution of the Board with the intent to include the first year projects in the annual budget.

## **Financial Policy**

The following financial guidelines were adopted by the Board of Commissioners on June 4, 2007:

Debt service should be equal to or less than 15% of General Fund expenditures

The county will strive to pay outstanding principle debt within 15-20 years.

The county will strive to maintain its debt at no greater level than 2% of the assessed valuation of taxable property in the county.

The county will strive to maintain an available fund balance equal to 25% of the General Fund budget at the end of each fiscal year which is substantially higher than the minimum recommended by the Local Government Commission.

General Fund balances in excess of targeted levels may be transferred to the County's Capital Improvement Plan.

Adoption of these policies will further ensure the county's financial strength and future success in capital planning.

For the past five years Camden County has embarked on a very conservative fiscal policy working to ensure growth in the fund balance and a stronger financial position for the county government. The total fund balance has grown from the \$900,000 range to approximately \$6.5 million at the end of FY08. The un-obligated fund balance has grown to approximately \$3.5 million. This amount increased at a rate of approximately \$1,500,000 FY08. Approximately \$500,000 fund balance was used FY09 due to the loss of sales tax revenues and economic downturn. Increasing fund balance must be continued if the County will be able to arrange financing for the large projects that will be needed in the future years.

### **Project Evaluation**

Due to the smallness of Camden County, the project evaluation is done primarily through interaction and discussion between the Manager and the Commissioners. The Department Heads are involved to a lesser extent, but with the growth rate the county is currently experiencing it will be extremely important in the future for their involvement to increase. As the CIP process is so new to the county, the elected officials are just now beginning to value and focus their energies into it. Once projects are put into the CIP the entire plan is reviewed and studied annually by the Board of Commissioners to review the merits of each project.

#### **Project Evaluation Criteria**

<b>Sections</b>	<b>Questions Considered When Evaluating Projects</b>
<b>Department Ranking</b>	What is the departmental priority/ranking for project?
<b>Legal Mandates/Safety</b>	Does the project enable the County to fulfill a new or existing state of federal mandate? Does the project eliminate an immediate safety hazard for County citizens or employees?
<b>Demonstrated Need/Timing</b>	When does the project need to be completed? Is the project related to another priority project?
<b>Impact on Operating &amp; Maintenance Costs</b>	Will the project save the County future operating costs? Will the project improve operating efficiency? Will maintenance cost be reduced if the project were undertaken? Will the project generate additional operating revenue or will it generate additional expense?
<b>Impact on Quality of Life</b>	Will the project improve the quality of life

	of the County's citizens?
<b>Addresses a deficiency in provision of public services</b>	Is the County unable to provide basic services if the project is not completed? Are current services in the project area inadequate? Does the project improve County services?
<b>Linkage to Board of Commissioners' Vision Statement, other Long Range Plans, or Community Support</b>	Does the project help to meet the priorities established by the Vision Statement/goals or other long-range plans? How will the project help further these priorities? Does the project have citizen or community support? Does the project service a special need of the community?
<b>Funds/grants available from state, federal, and other sources</b>	Besides County general fund revenues, what funding sources are available to fund this project? Can fees or revenues other than taxes be raised to cover this project's cost?
<b>Extent of secondary benefits</b>	Are there intangible benefits to completing the project? Are there benefits to the project that are not otherwise considered in the evaluation?
<b>Comments</b>	What comments do you have about the project that needs to be considered by the Board of Commissioners?

## Revenue Sources & Debt Service

There are several funding sources that will be used in the CIP. The sources are dependent on the type of project and the financial impact on the taxpayers of the county. Revenues from the General Fund may be used to fund smaller pay as you go capital projects such as those that fall under \$300,000. The county may issue general obligation bonds for larger projects such as schools. These bonds are legally binding and are a pledge of the county's full faith, credit and taxing power. Other revenue sources including certificates of participation and installment purchase collateralize projects in exchange for financing funds. Particularly in the case of Camden County, projects may be financed through low interest federal loans from USDA Rural Development such as the completed Camden Intermediate School Project. Additionally several projects have been financed by the use of state and federal grants such as the wastewater treatment and collection system. There may also be situations involving the receipt of private contributions from developers or adjoining landowners that will become a part of a larger project the county is working on.

One of the most important factors of financing a major project is the county's ability to pay the debt service or the annual costs of the financing. There are some limited recurring revenues that are to be used for debt service purposes. Portions of the Article

40 and 42 sales taxes are restricted for the purpose of school-related debt service or school capital outlay. The county also receives funds from the state Public School Building Capital Fund (these funds are generated by the state corporate income taxes) that can be used for debt service, however the status of these funds is unsure due to the uncertainty of the NC Education Lottery proceeds and other economics.

**Revenue Sources:**

Restricted portions of Article 40 & 42 sales taxes  
 Annual contributions to the County Capital Reserve Fund per proposed policies  
 Accumulated funds in the Capital Reserve Fund & State School Bond Reserve Fund

**Funding Sources**

<b>Resources</b>	<b>Project Types</b>	<b>Advantages</b>	<b>Disadvantages</b>
<b>Pay As You Go</b>	<p>Assets with short useful lives, Or where most of benefit is achieved early</p> <p>Assets for which matching local funds are required</p> <p>Assets that are not expensive to acquire and relative to the total Pay As You Go plan</p> <p>Projects can be phased with reasonable annual expenditures</p>	<p>Saves interest and other costs of issuance</p> <p>Preserves financial flexibility</p> <p>Protects borrowing capacity</p> <p>Enhances credit quality</p>	<p>Limits funding for capital Needs</p> <p>Creates an uneven flow of expenditures</p>
<b>General Obligation Bonds</b>	<p>Assets with long useful lives</p> <p>Projects that are expensive to acquire or that exceed the capacity of the Pay As You Go plan</p>	<p>Permits governments to acquire assets as needed</p> <p>Smooths out capital expenditures</p>	<p>Adds financial and administrative costs of procuring capital assets</p> <p>Limits flexibility by committing revenues for life of the bond issue</p> <p>Requires voter approval</p>
<b>Certificates of Participation</b>	<p>Projects that are expensive to acquire or that exceed the capacity of the Pay As You Go plan</p> <p>Used frequently for purchases of</p>	<p>Permits governments To acquire assets as needed</p> <p>No voter approval</p>	<p>Interest cost may be higher relative to issuing debt</p>



	<b>equipment, buildings and real property</b>		
<b>Grants</b>	<b>Assets qualifying for grant assistance</b>	<b>Expands size of capital program with little or no cost to local taxpayers</b>	<b>Limited amount of unrestricted grants availability Added administrative or compliance costs</b>
<b>Private Contributions</b>	<b>Facilities adjacent to private properties</b>	<b>Lowers government capital and/or operating costs</b>	<b>Added staff time required to identify contributors and coordinate activities</b>

## **Funding Method for County Capital Reserve Fund**

The land transfer tax is placed in a capital reserve fund to fund the capital improvement plan and transfers from General Fund fund balance is in excess of targeted levels (Resolution No. 2007-0504).

Land Transfer tax is currently generating approximately \$100,000 per year. These funds will go towards funding projects such as a new county government administration building, a commercial park, and debt service. Currently .01 generates approximately \$100,000

## **School Capital Reserve Fund**

The School Capital Reserve Fund will continue to be the primary vehicle with which the county uses to fund school capital projects. Currently it is funded by that portion of the Article 40 & 42 sales tax that is earmarked for school construction by the state. The county also receives funds from the State Public School Building Capital Fund. At the present time there is \$317,035 in this fund for the county's use. Additionally there is currently \$234,009 in the State Educational Lottery Fund for Camden County that can be used for school capital outlay or debt service that occurred after 2003 if these two sources are not frozen by the Governor.

Articles 40 & 42 Sales Tax will generate approximately \$300,000 annually that goes into the school capital reserve fund.

## **Adequate Public Facilities Ordinance**

In March of 2007 the Camden County Board of Commissioners unanimously adopted the Adequate Public Facilities Ordinance as a new means of controlling and managing the growth of the County. Previously the county had a moratorium on subdivisions in place for three and a half years due to its inability to provide adequate facilities to accommodate the growth in the student population of the county's school system. While the new APFO is quite restrictive in controlling the county's growth, it is much less so than the previous moratorium. A key component of the APFO is the provision of

allowing the developers to provide to the county voluntary mitigation payments as a means of permitting residential development projects to proceed. Under the requirements of the ordinance developers may apply for and receive advancements of school capacity that will in turn accommodate new students generated by the development over the build out period of the project.

A copy of the Memorandum of Understanding between the County and the Board of Education which identifies the specifics is attached as a part of the CIP on page 21.

The APFO is a concurrency regulation with the goal of timing development to the provision of adequate infrastructure facilities. The ordinance recognizes the County's obligation to provide facilities to meet demand, and provides a mechanism for the private sector to expedite provision of infrastructure to be concurrent with proposed development projects. Without a long-term capital improvement plan there will be no infrastructure capacity goals, and thus no justification for mitigation of development impacts. This is reflected in the stated findings in the prelude to the APFO, and further emphasized in the Memorandum of Understanding with the Board of Education.

### **South Camden Water & Sewer District**

The South Camden Water & Sewer District is an enterprise fund that provides water and sewer to residents of Camden County who live in the Courthouse and Shiloh Townships. Water service is available throughout the two townships and sewer service is available only in a smaller area that is along the US158/NC343 corridor. This is an enterprise fund that has been in operation since 1996.

A reverse osmosis water treatment plant was constructed and became operational in 2002 along the Pasquotank River near the central area of the county. This new facility was built with assistance of funding from the NC Rural Center. After operating in a deficit for several years initially, the water plant/system is now operating with a modest surplus. The largest in-county water customer is Blackwater USA which purchases approximately 500,000 gallons per month.

The next expansion of the water system will involve increasing the water production capacity of the R/O Plant to accommodate the growing needs of the entire county. The South Mills Township is served by a private system, the South Mills Water Association. Preliminary projections indicate that both the County and the Association water production capacity will be inadequate within the next 6-8 years. At the present the projected costs to expand the County water plant is approximately \$2.56 million. Both water systems have adopted connection fees that include payment of the actual cost of connection as well as a fee for future system capital expenditures. During FY06/07 the County acquired five additional well sites for future expansion. Additionally, the South Mills Water Association has completed an expansion project that includes a new 12 inch water main connecting the two systems and a new elevated storage tank facility. As an enterprise fund it is anticipated the South Camden Water & Sewer District will achieve a

much greater level of financial self-sufficiency in the next 5-6 years. This should lead to it having the capability to self-finance some of its expansion needs.

Camden County was able to secure grant funding from the Rural Center, Cleanwater Management Trust Fund and CDBG Urgent Needs Funds for the wastewater system. This system was greatly needed for all of our schools and hopefully to provide sewer for some commercial in the Core areas as well as failing septic systems. The system came on line in late December 2007.

### **County Fire Districts**

There are two fire districts in the county, the South Mills Fire District and the Courthouse-Shiloh Fire District. Residents in both currently pay a total of .05 tax (.01 fire tax plus a .04 general fund contribution). These revenues fund the operation and capital needs of the fire departments. The county has contracts with both volunteer fire departments detailing how the fire commissions will oversee the operation of the fire departments which includes special approval of all expenditures of \$5,000 or more. The South Mills Fire Department is in the process of planning for the construction of a new fire station to be located on donated property on Keeter Barn Road near South Mills. The South Camden Fire Department has a fire station that is located on Sawyers Creek Road near the Courthouse and their second station is located in the Shiloh Community along NC343 South. With the additional revenue generated from the county-wide revaluation of property, it is expected both departments will have adequate funds to provide for their operational needs and debt service for capital needs for the next five years. South Camden Fire Department is also involved in the planning process for replacing the Shiloh station, having already purchased a site. Both Fire Departments are in the process of completing applications for Homeland Security/Fema Grants for Fire Station Construction.

### **Adoption of Unified County Government**

In May of 2006 the voters of Camden County approved the adoption of Unified County Government. Effective July 1, 2006 the change was implemented granting Camden County both the powers of a county as well as those of municipal government (excluding the creation of a police department). Although this change in form of government has brought about no real visible change in appearance for the Camden County Government, the most important impact is that it restricts the creation of any other municipal governments within the county. Therefore, the county citizens will be assured of only one layer of local government and one layer of taxation. Ideally this form of government will provide for additional efficiencies by eliminating the potential for duplication of services. A major benefit of the change in form of government is that it allows the County to receive a quarterly allocation of the Utility Franchise Taxes which are typically only received by municipalities. The County receives approximately \$400,000 of this revenue annually. Of course, as the County continues to grow and develop additional commercial tax base this allocation will increase.

## **Community Park Expansion**

**APPROVED PROJECT    Completed February 2009**

**Project Description:** Construction of park expansion project including track facility, soccer fields, ball fields, restrooms and walking trails

### **Project Definition and Justification**

**Define Problem:** The County is in need of additional athletic and recreational facilities for the school system as well as for the community.

**Recommended Solution:** Plans are in place to build a new track facility, a soccer field, a walking trail, and restrooms/concessions.

**Alternatives:** Depending on the final project costs the plan may be adjusted to fit within the budget with the county contributing a maximum of \$300,000 less the amount of the LWCF Grant (\$95,633).

**Stage of Project:** The project is complete.

**Relation to Other Projects:** This project will be affiliated with the BCBS Fitness Grant received by the county as well as the existing Community Park facilities.

**Description of Land Needs:** All of the facility was built on existing county property and adjacent to the current Community Park.

**Professional Design Work Detail:** The work was done by Hyman & Robey.

**Operating Impact:** The operating impact will be minimal with the exception of additional maintenance and planning/scheduling of usage by the community.

**Albemarle Regional Jail**  
**APPROVED ONGOING PROJECT**

**Project Description:** Construction of a new jail to serve Camden, Pasquotank and Perquimans County

**Project Definition and Justification**

**Define Problem:** The current jail is overcrowded and deficient in meeting state and federal standards for housing inmates. With the present facility the counties are in jeopardy of incurring liability due to civil lawsuits.

**Recommended Solution:** Construct a new jail in the Pasquotank Commerce Park

**Alternatives:** Renovate and expand the current facility

**Stage of Project:** The project is in the construction process and scheduled for completion in October of 2009.

**Relationship to Other Projects:** N/A

**Description of Land Needs:** The land for the new facility will be provided and owned by Pasquotank County. Camden and Perquimans will not have to share in the cost of the land.

**Professional Design Work Detail:** The professional design work was originally provided by Brennan Associates of Charlotte, NC. Currently Stewart, Cooper, Newell is the project architectural firm.

**Operating Impact:** Camden County will be required to assume its share of the debt service on the new jail facility. It will be approximately \$153,000 annually minus any additional revenue for housing federal inmates. The annual operating cost is expected to increase only gradually as the staffing will increase.

During the interim construction period the county will be responsible for paying 13% of the costs for the RBC loan (\$98,000), and an interest payment on the Bank of America loan (\$75,000).

Due to the fact that the state may be shifting prisoners with 6 months sentences back to the counties, there may not be room to house as many federal prisoners as planned therefore that would reduce revenues which were budgeted to pay the debt service on the new jail. With the above in mind, maybe the old jail could be kept open and used to house federal prisoners, giving us additional revenues.

## **Green Commercial Park**

### **NEW PROJECT**

**Project Description:** Development of a commercial park that would allow for recruitment of small business and light industry to the county

#### **Project Definition and Justification**

**Define Problem:** This project is needed by the county to facilitate the recruitment of commercial growth in that it will in turn grow the tax base and reduce the tax burden on residential property owners.

**Recommended Solution:** Use of approximately 100 acres of county owned property on Highway 17 North. Contract with a private developer to seek and provide the infrastructure necessary for commercial development. Create a non-profit to oversee the “Green Park” and appoint the directors.

#### **Alternatives:**

**Stage of Project:** Negotiations on going and a Public Hearing for “ Incubator” Project was held on June 29, 2009.

**Relation to Other Projects:** This property must be located within close proximity to areas served by water and sewer so as to be feasibly connected.

**Description of Land Needs:** Approximately 150-180 acres

**Professional Design Work Detail:** Planning

**Operating Impact:** The County will utilize all possible state and federal resources to lessen the financial commitment. If the county purchases the property there will be an annual debt service payment.

**US 17 CORRIDOR INFRASTRUCTURE**  
**APPROVED PROJECT**

**Project Description:** Extension of the water and sewer lines up Highway 17 North to property owned by Camden County which will be developed into a “Green Commercial I Park”.

**Define Problem:** Infrastructure is needed to support economic development and commercial growth.

**Recommended Solution:** Use funding from grant sources to assist with water and wastewater.

**Alternatives:**\_\_Use excess funds for US 158 extensions.

**Stage of the Project:** The Commissioners at their June 15, 2009 meeting approved and entered into a contract with McGill Associates of Hickory, NC for Professional Services required by the grant in the amount of \$135,700.

**Relation to Other Projects:** This project is required for the “Green Commercial Park” to be a success.

**Description of Land Needs:** These water and sewer lines will run on the DOT right-of-ways.

**Professional Design Work Detail:** The county has contracted with McGill Associates for the design of the water and sewer improvements.

**Operating Impact:** The intent of this project would be to incur no debt, but should there be any, revenues from the “Green Commercial Park” would cover them.

## **Administration Building**

### **RECOMMENDED NEW PROJECT**

**Project Description:** Construction of a new administration office building for the county government

#### **Project Definition and Justification**

**Define Problem:** The county government is in need of additional office space, work areas, conference rooms, restrooms, map rooms, staff break areas and customer service areas to adequately serve the public.

**Recommended Solution:** The construction of an administrative wing on the south side of the existing historic courthouse is recommended along with acquiring additional property across the road to be used for parking and future expansion.

**Alternatives:** This need can be accommodated either by constructing an Administrative Building across the road from the current county complex or by constructing a new wing on the south side of the historic courthouse similar to the wing on the north side. Both alternatives would house Tax Administration, the Planning & Community Development Department, the Finance Office, Manager's Office, Board of Elections, Cooperative Extension and the Public Library.

**Stage of Project:** Purchased 7.69 acres across the road from the Courthouse Complex

**Relation to Other Projects:** N/A

**Professional Design Work Detail:** A complete facilities study is needed.

**Operating Impact:** The operating costs may be higher than the current facility although the existing building is quite energy inefficient.



**Expansion of R/O Water Treatment Plant**  
**FUTURE PROJECT**

**Project Description:** Expansion of the county's Reverse Osmosis Water Treatment Plant

**Project Definition and Justification**

**Define Problem:** The current production capacity of the water plant may not be sufficient to cover the water needs of the South Camden Water & Sewer District System within the next 5-7 years. Also, if one train were to break down, we would be able to continue generate water without having to purchase water from Elizabeth City.

**Recommended Solution:** Efforts are underway to secure funding to double the capacity of the water plant. At the present time the estimated costs of this expansion is approximately \$2,567,000.

**Alternatives:** The only alternative at this point would be to purchase water from a system in an adjoining county which would be less desirable than increasing the plant's capacity.

**Stage of Project:** This project is still in the preliminary stages at this point. However, the plant discharge permit is adequate to allow for the additional discharge generated with the plant capacity expanded. We have submitted an Application for Approval of Engineering Plans and Specifications For Water Supply Systems. This application has been approved. We have submitted an application for Stimulus Funding.

**Relation to Other Projects:** Having sufficient water supply will greatly impact on how the county is able to grow and develop commercially in the future. Therefore, it is essential to complete this project for the county tax base to grow and for the county to prosper.

**Description of Land Needs:** There will be no need to purchase any additional property for this project.

**Professional Design Work Detail:** McGill Associates have been contracted for the professional engineering services.

**Operating Impact:** The intent should be to incur as little debt for this project as possible. The debt service will be paid by the Water Enterprise Fund and the Water/Sewer Upgrade Fund.

**New Camden County High School**  
**FUTURE PROJECT**

**Project Description:** Construction of a new High School for Camden County

**Project Definition and Justification**

**Define Problem:** This facility would be necessary to address the projected growth rate of 72% in the county school system over the next ten years.

**Recommended Solution:** Construct a new high school that would accommodate grades 9-12 in the central part of the county.

**Alternatives:** Expand the current high school by adding additional classrooms and a new media center possibly relocating the athletic facilities to another location.

**Stage of Project:** Due to the fact that the school enrollment has dropped the past two years and there has not been any economic growth this past year, the planning stage of this project is on hold.

**Relation to Other Projects:** This project is a portion a larger plan to expand the academic facilities for the entire school system in Camden County.

**Description of Land Needs:** The County is the owner of property on NC 343 North, near the School Administration offices which could be used for this purpose or any other purpose the county should see fit.

**Professional Design Work Detail:** Would have to be done

**Operating Impact:** TBD

**Sewer System Expansion to Belcross Area**  
**FUTURE PROJECT**

**Project Description:** Extension of sewer system from medical park area to the Belcross Community

**Project Definition & Justification**

**Define Problem:** This is an area of future commercial development for the county and sewer is needed.

**Recommended Solution:** Fund an extension of the lines through the use of grants and developer payments.

**Alternative:** Commercial development would be adversely affected without this extension.

**Stage of Project:** Planning

**Relation to Other Projects:** This project will assist with the added flow in the sewer system and thereby grow the customer base.

**Description of Land Needs:** A small parcel will be necessary for a proposed lift station and all lines will be placed in the DOT right of way.

**Professional Design Work Detail:** To be completed

**Operating Impact:** minimal

These resolutions adopted by the Board of Commissioners on June 4, 2007, clarified a strict policy governing the County's financial management, and the creation of a county Capital Reserve Fund.

Resolution No. 2007-05-04

A Resolution of the Camden County Board of Commissioners  
**Regarding Setting Financial Policies**

**Whereas**, stability in fiscal affairs is a desirable objective, but a difficult goal for counties to attain because many factors some of which are the relationship of the various units of government, mandates, the changing economies and the limited authority of local government; and

**Whereas**, the Board of Commissioners is of the opinion that the statement of minimum standards of fiscal policy would help present and future boards and staff to adapt to the changes that occur and help them to attain a reasonable measure of fiscal stability;

**Now, Therefore Be It Resolved**, that the Camden County Board of Commissioners does hereby adopt the following financial policies:

**Debt –**

Debt service will not exceed 15% of general fund expenditures. In any year where debt service is less than or equal to 14% of general fund expenditures at least 1% of the operating budget may be transferred to capital reserve.

The county will strive to pay outstanding principle debt within 15-20 years.

The county will strive to maintain its debt at no greater level than 2% of the assessed valuation of taxable property in the county.

**Fees & User Charges –**

As part of the annual budget process the County shall review the fees and user charges. All changes to the schedule of fees must be approved by the Board of Commissioners.

The County should charge fees if allowable, when a specific group of beneficiaries can be identified, when it is feasible to charge the beneficiaries, and when there is no reason to subsidize the service wholly or in part. Fee levels should be set to recover the full costs of the services provided, unless it is deemed necessary to partially subsidize the services.

Factors to consider in deciding whether a subsidy is appropriate include the burden on property tax payers, the degree to which the service benefits a particular segment of the population, whether beneficiaries can pay the fee, and whether the service provides a broader benefit to the community.

**Fund Balance –**

The county will strive to maintain an available fund balance equal to 25% of the General Fund budget at the end of each fiscal year which is substantially higher than the minimum recommended by the Local Government Commission.

General Fund balances in excess of targeted levels may be transferred to the County's capital improvement plan.

**Competitive Employment –**

The county will strive to maintain competitive pay rates by making annual cost of living adjustments when economically feasible for the county based on the consumer price index.

**Tax Rate –**

In an effort to stabilize the county's tax rate, the Board of Commissioners will adopt a tax rate that considers the succeeding four years anticipated expenditures and will strive not to change the tax rate prior to the next revaluation.

The Board of Commissioners will seek to limit the growth of the annual operating budget to an amount that can be accommodated by growth in the tax base as well as other state and federal revenues, without a tax increase wherever possible.

The County will strive to annually review and develop revenue projections, expenditures, and the fund balance for the next five years.

Adopted this 4<sup>th</sup> day of June, 2007.

  
\_\_\_\_\_  
Jeffrey Jennings, Chairman

Attest:

\_\_\_\_\_  
Ava Gurganus, Clerk to the Board

**Resolution No. 2007-05-03**  
**A Resolution of the Camden County Board of Commissioners**  
**Adopting the Camden County Capital Improvement Plan for Fiscal Years 2007/2008 thru**  
**2011/2012 and Creating a County Capital Reserve Fund**

**Whereas**, Camden County is seeking to adhere to a high standard of professional financial management to ensure the provision of adequate public facilities and services for its citizens; and

**Whereas**, the Board of Commissioners are striving to enhance opportunities for all the citizens of the county and therefore are mandating that this Capital Improvement Program become an annual portion of the county's budgetary and financial management process; and

**Whereas**, the Board of Commissioners is also adopting financial policies to guide major decisions related to capital financing, debt capacity, and capital reserve appropriation; and

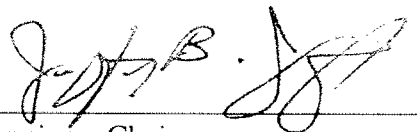
**Whereas**, the projects included in the CIP will improve the quality of life for all the citizens of Camden County; and

**Whereas**, also as a part of this resolution the Board of Commissioners is directing the creation of a County Capital Project Reserve Fund to be used as a funding source for County non-school related capital projects; and

**Now Therefore Be It Resolved**, that the Camden County Board of Commissioners does hereby adopt the attached Capital Improvements Program schedule for fiscal years 2007/2008 thru 2011/2012; and

**Be It Further Resolved**, that the Board of Commissioners directs County staff to use the adopted document as a guide for proceeding with the implementation of projects detailed in fiscal year 2007/2008;

Adopted this 18<sup>th</sup> day of June, 2007.

  
\_\_\_\_\_  
Jeffrey Jennings, Chairman

Attest:

\_\_\_\_\_  
Ava Gurganus, Clerk to the Board

## **MEMORANDUM OF UNDERSTANDING**

### **CAMDEN COUNTY ADEQUATE PUBLIC FACILITY ORDINANCE (APFO)**

This Memorandum of Understanding is entered into this \_\_\_\_\_ day of March, 2007, by and between Camden County ("County") and the Camden County Board of Education ("School District").

WHEREAS, Camden County has experienced significant, rapid growth in population over the past 15 years, primarily attributable to "in-migration" of residents from outside of the County; and

WHEREAS, this historical growth and anticipated growth into the future create demand for additional school facilities to accommodate school-age children who move to the County; and

WHEREAS, the responsibility for planning for and constructing new school facilities lies with the School District, with funding provided by the County; and

WHEREAS, the County and the School District have recognized the need to work cooperatively to ensure that new growth within each school attendance district occurs at a pace that allows the County and the School District to provide adequate school facilities; and

WHEREAS, the County has adopted and the School District has endorsed the Adequate Public Facility Ordinance (APFO), which requires a Capital Improvements Plan (CIP), a Level of Service Standard and an Advancement of Capacity Formula that require frequent evaluation to ensure appropriateness and accuracy;

NOW, THEREFORE, the parties to this Memorandum hereby agree as follows:

- Section 1. The following staff from the School District and the County are hereby appointed as the APFO Coordinating Committee:
- A) The Superintendent of the School District; Chairman/designee of Board of Education
  - B) The Director for Auxiliary Services for the School District; and
  - C) The Director for Business and Finance for the School District; and
  - D) The County Manager; and Chairman/designee of the Board of Commissioners

E) The County Finance Officer; and

F) The County Planning Director.

Section 2. The APFO Coordinating Committee shall meet on a quarterly basis, beginning with the second quarter of State Fiscal Year 2007, to discuss issues associated with the APFO.

(A). The County Planning Director shall provide the APFO Coordinating Committee with an overview of issues related to the APFO at each quarterly meeting.

(B). Within ten (10) business days of each quarterly APFO Coordinating Committee meeting, the County Planning Director shall produce a summary status report (SSR) of APFO Coordinating Committee proceedings (e.g.: minutes) and an overview of APFO-related issues from the preceding quarter (e.g.: Certificate of Adequacy Permits issued, any funds collected from Advancement of Capacity payments, etc.). The SSR will be furnished to the Camden County School Board and the Camden County Board of County Commissioners.

Section 3. The Camden County Board of Commissioners and the Camden County School Board shall meet in joint session on a semi-annual basis to review the SSR and other issues related to the APFO, and to provide input and guidance to the APFO Coordinating Committee.

Section 4. Beginning in School Year 2008, the School District shall submit the Month 3 Report Summary of the Principal's Monthly Report to the County within five (5) business days of its publication. As specified in the APFO, the Total Membership data provided by each will be used to update the current committed capacity of each school for the purpose of evaluating available capacity and issuing Certificates of Adequate Public School Facilities (CAPS).

Section 5. By the end of the 2nd Quarter of each Fiscal Year, beginning in Fiscal Year 2007, the School District shall provide the County with the following items:

(A). Selection of Projects Identified in the *Camden County Schools Long Range Plan – North Carolina Public School Facility Needs Survey*. For each project identified in the *Camden County Schools Long Range Plan – North Carolina Facility Needs Survey*, the School District shall provide the County with the following information:

(i). The School District's analysis of the following:



- (a) Whether the proposed project adds new, unduplicated capacity and
  - (b) The amount, if any, of new, unduplicated capacity is added by the proposed project and
  - (c) A statement of which schools are anticipated to be benefited by each proposed project that adds new, unduplicated capacity.
- (ii). A description, cost estimate and capacity added for any new, proposed capital facility project(s) that add new, unduplicated capacity and that are not listed in the *Camden County Schools Long Range Plan – North Carolina Public School Facility Needs Survey* as of \_\_\_\_\_ or the then current version of said study; and
- (iii). Updated cost estimates for all proposed capital facility projects that add new, unduplicated capacity and that are listed in the *Camden County Schools Long Range Plan – North Carolina Public School Facility Needs Survey* as of \_\_\_\_\_ or the then current version of said study; and
- (iv). Assignment of each project listed pursuant to Section 5(A)(ii) and 5(A)(iii) above to the State Fiscal Year (i.e.: year ending June 30) in which the project should be completed to meet projected facility demands; and
- (B) For each project listed pursuant to Section 5(A) (iv) above, projects should be prioritized within each fiscal year (e.g.: all projects projected to be needed in FY 2010 should be prioritized against one another).

#### Section 6.

By the end of the 2nd Quarter of each Fiscal Year, beginning in Fiscal Year 2008, the APFO Coordinating Committee shall outline at least three (3) alternative scenarios for implementing the *Camden County Schools Long Range Plan (LRP) – North Carolina Public School Facility Needs Survey*, including LRP authorized by the School District as described in Section 5 of this Memorandum. Each alternative scenario will identify the following information projected estimated for 10 years:

- (A) Anticipated Fiscal Year in which each applicable project in the LRP is to be funded; and

- (B) Anticipated Fiscal Year in which each applicable project in the LRP is to be completed and ready for occupancy; and
- (C) Anticipated enrollment at each school facility; and
- (D) Any modular/other non-permanent facilities to be used meet facility needs prior to funding of permanent replacement facilities; and
- (E) Anticipated costs of all projects; and
- (F) Any other assumptions associated with each alternative, including assumptions regarding possible redistricting.

Section 7.

By the end of the 2<sup>nd</sup> Quarter of each Fiscal Year, beginning in Fiscal Year 2008, the County shall produce a statement of preliminary capital funding options (PCFO) to fund projects identified by the School District as specified in Section 5 of this Memorandum, for each alternative selected by the APFO Coordinating Committee in Section 6 of the Memorandum. Such a statement should include the following information, projected/estimated for 10 years:

- (A) Existing Annual Debt Service Obligations; and
- (B) Debt Capacity; and
- (C) Historic and Projected Growth Trends; and
- (D) Assumptions regarding Capital Projects (e.g.: alternative scenarios described in Section 6 of this Memorandum) and
- (E) Financing Assumptions; and
- (F) Revenue Assumptions; and
- (G) Estimated Preliminary Tax Impact of each Alternative Scenario; and
- (H) Debt per Capita/per alternative scenario; and
- (I) Debt to Total Assessed Value/per alternative scenario; and
- (J) Debt Service to Expenditures/per alternative scenario; and

(K) Debt to Income/per alternative scenario.

Section 8.

Within 45 days after the end of the 2<sup>nd</sup> Quarter of each Fiscal Year beginning in Fiscal Year 2007, the County Board of Commissioners and the Board of Education shall endorse an alternative PCFO, as described in Section 7 above. The endorsed PCFO shall be used by the County to develop a Draft Capital Improvements Plan (CIP).

Section 9.

- (A) By the end of the 2<sup>nd</sup> Quarter of each Fiscal Year beginning in Fiscal Year 2008, the County shall produce a Draft Capital Improvements Plan (CIP) that meets the following criteria:
- (i) Provides the estimated costs, source of revenue and anticipated funding sources for all selected capital improvements projects over a ten (10) year period; and
  - (ii) Provides all assumptions inherent in the cost, revenue and funding source estimates, including all information contained in the PCFO as described in Section 6 and 7 of this Memorandum above;
  - (iii) The CIP must be presented to the public at a public hearing on or before the date of adoption;
  - (iv) The CIP must be updated each fiscal year and adopted by the Board of County Commissioners by June 30<sup>th</sup>.
- (B) If the CIP is not adopted by June 30<sup>th</sup>, enforcement of the APFO is suspended until such time as a CIP is adopted. If the County and School District do not agree upon and adopt the CIP, the APFO Coordinating Committee shall adopt a CIP by July 15. If the APFO Coordinating Committee is unable to agree upon the CIP, then the matter shall be referred to binding arbitration by request of either party by September 1, of that year, and such process shall be completed by September 1 of that year.

Section 10

- (A) By the end of each Fiscal Year, beginning with Fiscal Year 2007, the School District shall provide recommendations to

the County regarding the data to be used in establishing the following criteria used in implementation/enforcement of the APFO:

- (i) Level of service standard; and
  - (ii) Capacity of each school; and
  - (iii) Calculation of membership; and
  - (iv) Calculation of committed capacity; and
  - (v) Building costs per square foot; and
  - (vi) Square footage required per student; and
- (B) The County will carefully review and consider all data provided by the School District listed in Section 10 (i through vi) above and will consider incorporation of provided data into Attachment A (*Camden County Adequate Public Facilities Ordinance Level of Services Standard and Advancement of Capacity Formula*) of the APFO.
- (C) All data and analysis included in Attachment A of the APFO (*Camden County Adequate Public Facilities Ordinance Level of Services Standard and Advancement of Capacity Formula*) will be updated by the end of each fiscal year by the County Planning Department based on best available data.
- (D) Any changes to the data and analysis included in Attachment A of the APFO (*Camden County Adequate Public Facilities Ordinance Level of Services Standard and Advancement of Capacity Formula*) must be approved by the Camden County Board of Commissioners.

Section 11. The School District shall develop a process to approve or disapprove of offers of Advancement of Capacity ("AOC") made pursuant to the APFO which consist of or include proposed dedication of land for purposes of school facility construction or proposed construction of school facilities.

Section 12. The County will not approve any AOC offered pursuant to Section 7C of the APFO unless the County finds that such a contribution is

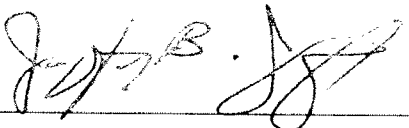
in keeping with the LRP and that such contribution is in the public interest and will otherwise accomplish the goals of the APFO.

Section 13. Funds, donations or other advanced capacity items ("AOC items") shall be held by the County in a separate fund and shall be accounted for separately. AOC items shall be used only for school facility capital improvements which actually expand capacity of the schools beyond capacity existing at the time the AOC items were received by the County. Such items may go towards debt payment, land acquisition, or direct capital funding of capital improvements. AOC items will not be used to supplant the County's local allocation to the school system or to pay for current funded school projects.

Section 14. The parties to this Memorandum hereby acknowledge that this Memorandum is not intended to and does not create legally binding obligations on any of the parties to act in accordance with its provisions. Rather, it constitutes a statement of good faith and intent of the parties to cooperate in a manner designed to meet the mutual objectives of all parties to achieve adequate school facilities for the County's children.

Adopted this nineteenth day of February, 2007, becoming effective April 2, 2007.

**CAMDEN COUNTY**

By:  (Attest)

**CAMDEN COUNTY BOARD OF EDUCATION**

By: \_\_\_\_\_ (Attest)

# Camden County CIP

FY-2010-2014

## Approved Projects With Funding Sources

Projects	Prior Spending	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14	Beyond
Albemarle Regional Jail Funding Sources							
Debt Financing							
Total	\$	98,500.00	\$ 138,400.00	\$ 138,400.00	\$ 138,400.00	\$ 138,400.00	
Green Commercial Park Funding Sources							
Leases/Sales of Parcels							
US 17 North Corridor Infrastructure							
Golden Leaf Funds							
Rural Center Funds	\$1,999,100						
Clean Water Mgmt Trust	\$691,350						
Total	\$2,690,450						
Total Adopted Projects		\$2,864,950.00	\$ 213,400.00	\$ 213,400.00	\$ 213,400.00	\$ 213,400.00	

**Camden County CIP**  
**FY2010-2014**  
**Operating Budget Effects**

	Year 1 FY09-10	Year 2 FY10-11	Year 3 FY11-12	Year 4 FY12-13	Year 5 FY13-14
<b>Costs Sewer</b>	\$260,504	\$275,000	\$290,000	\$300,000	\$325,000
<b>Jail</b>	\$65,000	\$70,000	\$75,000	\$80,000	\$85,000
<b>*</b>	\$84,000	\$89,000	\$100,000	\$150,000	\$200,000
<b>Needed</b>	\$241,504	\$256,000	\$265,000	\$230,000	\$210,000
<b>Operational and Debt</b>	\$241,504	\$256,000	\$265,000	\$230,000	\$210,000
<b>Estimated costs and revenues</b>					

The table above shows the combined effect of the approved projects for the next five (5) years. Operating costs include debt service, increased costs, additional revenues and operating revenue necessary for the approved projects.

The debt service above does not include the debt service listed on the following page.

# Camden County CIP

FY2010-2014

## Recommended Projects With Funding Sources

Projects	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14	Beyond
Administration Building						
Funding Sources						
USDA Loan						
Capital Reserve						
Total					2,000,000	
					\$ 2,000,000	
South Mills & Dismal Swamp Wetlands						
Center Wastewater Project						
Funding Sources						
CWMTF	2,099,050					
South Mills Fire Station						
Federal Stimulus Money	1,400,000					
South Camden Fire Station						
Federal Stimulus Money	2,000,000					
Fire Tax Money	12,500					
Multi-Purpose Building/Library						
Federal Stimulus Money		5,000,000				



## Camden County CIP

FY2010-2014

### Future Projects With Funding Sources

Projects	Prior Spending	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14	Beyond
<b>New High School</b>							
Funding Sources							
Debt Financing							\$41,957,496
Capital Reserve							
<b>Expansion of R/O Water Plant</b>							
Funding Sources							
Rural Center Grant							
Clean Water Trust Fund Grant							
Stimulus Funding		\$2,576,520.00					
<b>Belcross Sewer Expansion</b>							
Funding Sources							
Developer Fees		\$700,000					
<b>Intermediate School Media Ctr.</b>							
Funding Sources						\$1,295,842	
Debt Financing							
Capital Reserve							
<b>Conversion of Existing High School Into Middle School/ Adding Media Center</b>							
Funding Sources						\$1,940,631	
Debt Financing							
Capital Reserve							

# County Debt to Assessed Value

Year	Value	Debt	Percentage
2004	\$461,826,643	\$843,265	0.1826%
		\$12,016,865	2.6020%
		\$4,101,867	0.8882%
		\$16,961,997	3.6728%
2005	\$498,342,303	\$649,514	0.1303%
		\$11,309,926	2.2695%
		\$3,938,995	0.7904%
		\$15,898,435	3.1903%
2006	\$518,158,560	\$664,634	0.1283%
		\$10,602,987	2.0463%
		\$3,774,624	0.7285%
		\$15,042,245	2.9030%
2007	\$564,113,208	\$402,131	0.000712855
		\$9,896,048	1.7543%
		\$3,609,252	0.6398%
		\$13,907,431	2.4654%
2008	\$1,038,313,052	\$333,632	0.0321%
		\$19,189,109	1.8481%
		\$3,442,881	0.3316%
		\$22,965,622	2.2118%
2009	\$1,121,378,096.00	\$264,675	0.0236%
		\$18,482,170	1.6482%
		\$3,275,009	0.2921%
		\$22,021,854	1.9638%
2010	\$1,123,771,113.00	\$2,289,010	0.20%
		\$18,594,504	1.66%
		\$3,275,009	0.29%
		\$24,158,523	2.15%

**COUNTY OF CAMDEN**

**DEBT/DEBT SERVICE**

<u>South Camden Water/Sewer District</u>						
Date Issued	Type	Balance	Loan Amount	Rate	Term	Purpose
1994	GO Bond		\$1,390,000.00	4.875%	40 Years	Installation of Water Lines
						Yearly Payment Principle \$26,000.00 Interest \$94,762.50
<b><u>Reverse Osmosis Plant</u></b>						
2001	Loan		\$569,506.70	2.87%	20 Years	Phase II Water Lines
2002	Loan		\$1,315,502.16	4.02%	19 Years	Reverse Osmosis Plant
	<b>Water Total</b>		<b>\$3,275,008.86</b>			<b>\$40,679.05 \$16,344.84</b>
						<b>\$101,192.47 \$52,951.13</b>
						<b>\$167,871.52 \$164,058.47</b>
<b><u>County</u></b>						
1995	Lease/Purchase		\$40,272.00	5.50%	5 Years	DSS Building
2002	Lease/Purchase		\$243,703.00	4.50%	20 Years	Renovations of Courthouse
2008	Lease/Purchase **		\$55,035.41	3.82%	5 Years	Register of Deeds Equipment
2008	Noblitt Property		\$1,350,000.00	0.00%	10 Years	For School Facilities
2008	Momsette Partnership		\$600,000.00	0.00%	6 Years	Facilities
	<b>County Total</b>		<b>\$2,289,010.41</b>			<b>\$320,767.00 \$5,236.00</b>
<b><u>Schools</u></b>						
2001	QZAB		\$6,293,840.00	0%	At Least 13 Years	School Construction
2003A	Bank of America		\$750,000.00	4.45%	18 Years	CCHS Vital Upgrade
2003B	QZAB II		\$1,550,664.00	0%	12 Years	CCHS Vital Upgrade
2006A	USDA		\$10,000,000.00	4.25%	40 Years	Intermediate School
	<b>County Sch Total</b>		<b>\$18,594,504.00</b>			<b>1,226,939.00 87,698.00</b>
Prepared By: <u>Chloe C. Mansfield</u>						
Updated: March 25, 2009						
**Payment made from Automation Enhancement & Preservation Fund						
						PAGE 33

LAUREL COUNTY PROPERTIES

Assess Acres	From	Date	Location	Book & Page
9044 6 Acres	Courthouse Complex	4/1910	Courthouse Property 117 N 343, Camden	5-326
9046 15 Acres	Mamie Hughes	3/1981	Courthouse Property 117 N 343, Camden	74-291
9024 60 Acres	Horace & Minnie L. Cuthrell	6/27/2008	Hwy 343 North	265-365
9060 1 Lot	Nobilitz	11/14/08	120 Highway 343 North, Camden	269-422
9048 7.88 Acres	Penny Hyde & Steve Morrisette	12/12/08	118 North Hwy 343, Camden	270-122
	Morrisette Partnership			
9004 .94 of an Acre	Convenience Centers	11/1998	Old 17 & Hwy 17 1564 N 343, South Mills	133-524
0 2 Acres	Holly Luther/James Yates	9/1990	SR 1110 (303 Wickham Road)	Non Capital 93-482
	Grady & Peggy Stevens (Gift)			
9012 16.80 Acres	Sewer Distribution Properties	1/31/03	129 Keeler Barn Road/Hwy 17 N.	168-502
9016 85 Acres	Holly A. Luther	02/13/03	156 McPherson Road, South Mills	169-108
0 Pump Station Lot	Stanley Yeakofeld Jr.	02/04/06	732A North 343, South Mills, NC 27976	Non Capital 206-648
	Terry & Shirley Mrazko			
9042 5.03 Acres	Schools	2/1976	Admin. Bldg. North NC 343	64-69
9006 31.13 Acres	Tom & Alva Nobilitz	12/1996	Off NC 343 Property at Grandy	116-661
0 7.8 Acres	Board Of Education	4/2001	Camden High School Site	School
0 16.82 Acres	Board Of Education	4/2001	Camden Middle School Site	School
9014 1.3 Acres	Jackie Huddle	10/24/02	108 Hwy 343 South	163-762
0 23.11 Acres	Board Of Education	5/2007	Camden Intermediate School Site	School
9041 .77 of an Acre	Gar			266-365
0 1 Lot	Union Camp Corp	12/1976	Causeway 390/396 US 158 West Yacht Basin	
9008 Midlands Lot 13	Charles & Pamela S. Hanes	7/1990	Causeway 390/396 US 158 West	65-648
9010 Midlands Lot 14	Leland & Eileen Strouder	12/31/02	Camden Point Shores Little Creek Rd	Non Capital 93-219
9011 Community Facility-Lot	David & Josephine Strouder	12/31/02	Camden Point Shores Little Creek Rd	167-102
9033 68' x 136' Lot	Camden Square Assoc.	10/25/02	Wharf's Landing Subdivision-Culpepper Rd.(104 Traders Dr)	167-104
	Richard King	12/29/05	Shiloh Landing	163-780
9036 1 Lot	Floyd Buy Out			224-026
9032 1 Lot	(165' x 600' Eloise T. Bembury	10/15/01	169 Bunker Hill Road, South Mills	150-834
9028 1 Lot	(84' x 288' Johnnie & Mary Spence	11/15/01	120 Bunker Hill Road, South Mills	152-083
9027 1 Lot (210' x 168')	(248' x 136' Percy Mitchell Heirs	10/15/01	106 Griffin Lane	150-864
9031 .93 (136' x 311')	Tommie & Margie McPherson	5/10/02	1347 North NC 343, South Mills	157-624
9029 1 Lot (221' x 288')	Willie J. Turner	5/2/02	402 Old Swamp Road, South Mills	157-432
	Mervin & Catherine Griffin	6/8/02	133 Lilly Road, South Mills	158-536
9036 1 Lot (34' x 67')	Bloodfield (For Street)			
0 1 Lot (42' x 66')	Julia T. Saunders	09/29/98	113 Bloodfield Rd, South Mills	125-830
10' x 425'	Pritchard Tabernacle #304	11/17/98	212 Canal Drive, South Mills	Non Capital 126-668
	James & Pamela T. Griffin	8/22/97	212 Canal Drive, South Mills	120-014
	Winifred Foster	1/6/06	At St Rd 1213, South Mills	Non Capital 226-33
9009 1.38 Acres	RO Plant			
9034 .52 of an Acre	Trevor & Linda Gurganus	7/2000	SR 1138, Chantilly Rd, Camden	137-422
9001 6.83 Acres	Pauline & John Barrard	3/2/01	End of SR 1138, Chantilly Rd, Camden	142-001
9002 1.33 Acres	Carolyn & Raymond McDaniel	7/2000	Across from SR 1138, Chantilly Rd, Camden	137-830
	Carolyn & Raymond McDaniel	7/2000	Off SR 1138, 125A Chantilly Rd, Camden	137-620

9019 1.22 Acres	Well Sites				
9020 1 Lot (200' x 210')	Franklin/Mary Williams	4/26/07	Country Club Rd, Camden	247-701	
9017 1 Acre	Bartlett/Berry Property	06/19/07	Off South 343, Camden	252-843	
9018 1 Acre	Carlton/Louise Harris	02/23/07	Off Seymour Dr, Camden	244-796	
9022 1 Acre	Elwood Armstrong	02/23/07	Country Club Rd, Camden	244-799	
	Carlton/Louise Harris	01/15/08	Off Upton Rd, Camden	258-821	
9038 1.11 Acres	Burnt Mills Water Tower				
	Thomas W. Sawyer II	12/18/00	Off NC 343 North 678 N 343	140-655	
9039 .86 of an Acre	South Camden Water Tower				
34.05 Acres	Hubert & Margaret McPherson	11/16/93	South NC 343	103-286	
9013 273.42 Acres	Stanley Yeskolski Jr.	02/13/03	156 McPherson Rd, South Mills	169-108-110	
9035 3 Acres	Holly L. Brothers, Barff F. Luther	10/28/05	State Rd 1226, South Mills	221-008	
	Easements				
R/W	Lane to Burnt Mills Water Tower		678 N 343	140-662	
R/W	Utility & Drainage Easement		678 N 343	140-657	
R/W (151' x 15')	Access & Utility Easement (Shrine Club)		End of SR 1138	142-184	
R/W	Access & Utility Easement (Bartlett Property)		238S 343, Camden	252-842	
9003 3 acres	Courthouse-Shiloh Fire District Commission				
9025 3 acres	Thomas M. Noblit	11/20/00	114 Sawyer's Creek Rd, Camden	140-254	
	Buckley Property		South Hwy 343, Shiloh	261-400	
Prepared By: <i>Clarence C. Mansfield</i>					
Date: March 13, 2009					